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ABSTRACT

Test items for the introduction to psychology and leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484) which were compiled as part of the project documentation and which are coordinated with the text-workbook on morale and esprit de corps (EM 010 439, EM 010 440, and EM 010 509) are provided in this document. Progress check items with answer sheets, research pretest items, and unused items are included for criterion referenced test items, and cumulative posttest items with content reference comprise research norm referenced items. EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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ED 071316

UNITED STATES NAVAL ACADEMY

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

TEST ITEM POOL

PART IX

MORALE AND ESPRIT DE CORPS

EM010 4961

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INTRODUCTION

The test items included in this book have been prepared for use in the course, An Introduction to Psychology and Leadership. They have been compiled as part of the project documentation. Additionally, some instructors may find them of use in preparing their own quizzes and tests. The Table of Contents on the next page indicates the classification of the test items within segments. The Progress Check answers are identified by a title page. The research pretest items are identified by the word PRE in the upper right hand corner of the page. The unused items on which there are no data are identified by their enclosure in the rectangular box. The research norm referenced test items are identified by the acronym CPT in the top right corner of each page.

For those unfamiliar with the differences between criterion referenced items and norm referenced items, the following is briefly offered. Criterion referenced items test learning of specific objectives. Students are expected to perform quite well on these items if they have adequately used the instructional materials. Their relationship to the terminal and enabling objectives are referenced for each. A norm referenced item should display more discrimination power, i.e., they are expected to reflect the distinctions between students who have depth of knowledge as opposed to those who have a superficial knowledge. Since they do more than merely test objectives, they should be used cautiously since it would not be unusual or unfavorable for a large percentage of students to choose incorrectly in answering this type of item.

TABLE OF CONTENTS (BY SEGMENTS)

A. CRITERION REFERENCED ITEMS

1. Progress Check Items

With answer sheets and objective reference matrix.

2. Research Pretest Items

With objective reference.

3. Unused Items

With objective reference.

B. RESEARCH NORM REFERENCED ITEMS

1. Cumulative Post Test Items

With content references.

ED 071316

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART NINE

MORALE AND ESPRIT DE CORPS

Segment I

Morale

Progress Check

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WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

MORALE

PROGRESS CHECK

Question 1.

Which of the following is the best definition of morale?

a. The state of mind that has been produced by all the circumstances interacting upon the individual members of a group

b. A set of values adhered to by a group of people

c. The state of mind of a group of people when all of them are contented

d. The motivation to perform to the best of one's ability

Question 2.

Polaris submarines go on 60-day patrols during which the crew can send no messages whatsoever and incoming messages are screened and limited. The submarine stays underwater for the entire patrol, so there is no contact with passing ships.

Which of the following sets of background conditions would be most critical in this situation?

a. Isolation, fatigue, need for status

b. Danger, unpredictable superiors, need for recognition by significant people

c. Isolation, restriction of movement, lack of contact with family

d. Feeling of being an outsider, restriction of movement, need for status

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Question 3.

Which of the following could be regarded as (a) motivational factor(s) in entering wholeheartedly into the Color Company competition?

a. Need for status

b. Need for recognition

c. Feelings of personal worth

d. All of the above

Question 4.

Which of the following best describes the importance of high morale?

a. Without high morale, outstanding performance is unlikely.

b. Only when morale is high can the ship's mission be accomplished.

c. When morale is low discipline cannot be maintained.

d. High or low morale has little effect on the overall performance of the ship's company.

Question 5.

Aboard the USS Neversail (BLDG-101) the S Division received an "outstanding" at their last personnel inspection, and had all men in the division present for the inspection. The R Division also passed the inspection, but with a mark of "good" due to the fact that several men displayed less than ideal general appearance plus unsatisfactory shines on their shoes. Seven men from R Division were absent from the inspection; one was on leave, and six had reported to sick bay.

Which of the following statements best describes the type of morale indicators which are noted above?

a. Observable because of their appearance at the personnel inspection and statistical because of the number of absentees

b. Statistical because of the grade received at the personnel inspection and the number of absentees from the inspection

c. Observable because of the appearance of the men during the personnel inspection; statistical data are not indicators of morale

d. Observable because of the lack of 100% attendance at the inspection

Question 6.

A cruiser was undergoing refresher training. During the first General Quarters drill the crew exceeded the maximum allowable time for setting the prescribed damage control condition. One of the Fleet Training Group officers was heard to remark that although they failed the drill, morale was high because the men offered quite a few constructive suggestions during the critique session after the drill.

By which method was the officer measuring the men's morale?

a. Observation

b. Inspection

c. Interview

d. Evaluation

Question 7.

Which of the following statements defines the principal concerns you as a division officer must have, with respect to morale, in order to be an effective leader?

a. Ensure that frustrations are minimized and that your personal objectives are achieved regardless of the attitude of your men.

b. Achieve good morale in your division by ensuring your men get as much liberty as possible and are not harassed by having to maintain high standards of personal appearance.

c. Ensure that frustrating conditions under your control are minimized, that your men understand fully their mission and its importance, and thereby develop a positive attitude toward mission accomplishment.

d. You must ensure that your men get more liberty, better chow, and more promotions than men in other divisions to keep morale high in the division.

Question 8.

You are a division officer aboard a destroyer which is undergoing an overhaul period. You are attending a short course of instruction at the shipyard, and are gone from the ship every day from immediately after quarters until the noon meal. Your men are scattered during the day, because some of them are working in the shops at the shipyard on some of the ship's equipment, some are working aboard the ship on other equipment, and some are standing fire watches throughout the ship. The only time you see some of your men in a group is during the Friday afternoon recreational period. You need to build the morale of your division and division unity since you have had several of your men transferred and new men have reported aboard.

Which of the following offers the best approach for building your division's morale?

a. Ensure that your men know where and when you can be reached; get as many as possible of your men to participate in the Friday afternoon recreational period.

b. Schedule meetings with all the senior petty officers on Saturday mornings to talk things over.

c. Promise your men that if they do well during your absence for the next several weeks, you will see that they get extra time off when you return.

d. Let the leading chief and the senior petty officers of your division take care of any problems that arise and also worry about the morale problem, until you return.

Question 9.

LT Swann has a highly desirable shore billet which is a two-year assignment. He has been going to graduate school at a nearby university. He submits a request to extend for another year so he can complete his degree. The Navy will not permit him to extend. In terms of keeping up his morale, how should you tell him his request has been denied, and he will be transferred to sea duty?

a. Simply tell him that since his shore billet is so desirable, another officer must be given a chance at it. That's why it's a two-year tour by Navy policy.

b. Recognize his personal effort and sacrifice in attending graduate school, but explain that his shore duty billet is a two-year billet by policy.

c. Explain that an operational tour at sea is recommended to broaden his command background and give him the operational experience needed for higher command billets. Further explain that he'll probably be given opportunity to complete graduate school after sea duty if he so requests.

d. Both b and c above

Question 10.

During the latter part of 1967, the outpost of Con Thien just south of the DMZ in Vietnam was under daily heavy mortar, artillery, and rocket attack. The units assigned to defend the position were regularly rotated. A Marine 2-LT rifle platoon leader in a unit scheduled to relieve a unit on Con Thien had a tremendous leadership job ahead of him. Notification of the assignment immediately put the unit under stress. The immediate concern of the 2-LT platoon leader was to ensure that his men had the right attitude about Con Thien and to keep their morale up. How should the platoon leader best build morale prior to the relief, and keep morale high in the face of continuous enemy pressure?

a. Tell the platoon that what they have heard really isn't true, that Con Thien actually is quiet compared to their last area.

b. Give the men the straight word on Con Thien. Tell them why they were selected to do the job, and tell them how you plan to improve the defenses to provide more protection.

c. Tell the men how rough it is going to be, but that you don't anticipate more than 50% casualties during the period.

d. Don't frighten the men with casualty statistics but remind them that they are all Marines and have been given a mission to defend Con Thien and that's what you plan to do.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Nine SEGMENT I

REMEDIATION TEXT Audio Script - Vol IX-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Page 1
2	c	Page 2
3	d	Pages 2-3
4	a	Page 4
5	a	Pages 6-9
6	a	Pages 9-11
7	c	Pages 12-14
8	a	Page 16
9	d	Pages 14, 16
10	b	Pages 14-16
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Nine Segment I

ITEM NO.	T. O.	E. O.
1	1	
2	2	
3	3	
4	4	
5	5 & 6	
6	6 & 7	
7	8	
8	9	
9	9 & 11	
10	10	

Question 23.

In the First Battalion, the First Company midshipmen have the least self-discipline, and the Sixth Company midshipmen have the poorest military appearance (just passing minimum standards).

Which type of morale indicators are noted here?

a. Observable (lack of self-discipline) and statistical (appearance of men)

b. Observable (appearance of men) and statistical (lack of self-discipline)

c. Observable (both lack of self-discipline and appearance of men)

d. Statistical (both lack of self-discipline and appearance of men)

Ans. b, Ref. 9.1, TO-5

Question 78.

Which of the following statements correctly describes the importance of high morale?

a. High morale among men in combat insures effectiveness and cohesive performance.

b. Performance above the standard occurs only when high morale exists among your men.

c. When morale has been consistently high, your men are likely to regard an unpleasant situation as only temporary.

d. All of the above

Ans. c, Ref. 9.1, TO-4

PART 9 SEGMENT I

T. O. Number	TEST ITEM
1	Which of the following statements best defines morale within a division aboard ship? (a) The set of ideals and mores adhered to by the men in your division. (b) The generalized attitude of a man felt toward his job, the physical environment aboard ship, the other men in the division, you, and the U.S. Navy. (c) The state of mind of your men that has been produced by all the circumstances which make membership in your division rewarding and satisfying. (d) The state of mind of the men in your division when all of them are contented. answer: c

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
8	Which statement defines the principal concerns the leader must have? a. The leader must structure his group as required to accomplish the mission, regardless of the feelings or attitudes of his group. b. The leader must create conditions in his group to keep the group happy even though this may reduce overall motivation to accomplish the mission. c. The leader must create conditions in his group which will minimize frustrations and generate positive motivation to accomplish its mission. d. The leader must create conditions which will motivate the group to accomplish its mission without regard for the morale factor. Answer: a
	REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
9	MIDN Yarborough is a new company commander. Except during meals, his company is widely scattered during the day as the midshipmen are taking different courses in different parts of the yard. MIDN Yarborough needs to build group unity and morale. Which of the following offers the BEST plan for building unit morale? a. He should schedule a hayride at the dairy for each of the upperclassmen on successive weekends. b. He should get them to enter whole-heartedly into all phases of the color company competition. c. He should promise the company that if they show good group spirit, he will see to it that they get two extra weekends, and civilian clothes privileges during June Week. d. He should guarantee the underclassmen that if they perform well, they will each get the summer assignment of their choice. Answer: b

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
11	The evaporator on an attack transport enroute from Okinawa to Vietnam broke down, severely limiting the water supply. In terms of preserving morale, which is the BEST approach to use with the men? a. Explain the cause of the casualty and the length of time needed to repair it. Provide saltwater showers topside and relax shaving requirements. Ask for the men's cooperation. b. Don't explain the matter to the entire crew since only the chief engineer is directly concerned. Limit use of water, but there is no need to relax personal appearance requirement. c. Limit all use of water, even in cooking. Shut down all coffee messes. Do not make any commitment as to how soon the evaporator will be repaired. d. Allow normal use of water although you will almost certainly run out before the evaporator can be repaired. Tell the men nothing until this happens. Answer: a

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
3	You are the Electronics Material Officer aboard the USS SALMON (SS573), homeported in San Diego, California. The ship has been deployed for three months on a cold weather training cruise off the Aleutian Islands remaining submerged, undetected, and maintaining radio silence during the entire period. Which of the following sets of background conditions will affect the morale of the SALMON crew? (a) Their lack of contact with their families, isolation, and their restricted movement. (b) The dampness experienced aboard SALMON, their isolation, and fatigue. (c) Their dissatisfaction with the way meals are prepared and their need for recognition by their superiors. (d) The rejection of other crew members and their fatigued conditions. answer: a

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
3	Which of the following statements best depicts a motivational condition that affects morale within a division aboard ship? (a) YNSN SMITH is congratulated by the nurse on duty when she informs him that he is the father of triplets. (b) GMT2 JONES has been awarded a Meritorious Mast at which he was presented a Certificate of Appreciation and was congratulated by the commanding officer for his performance above and beyond the call of duty for saving the life of a crew member while on liberty. (c) QM2 BROWN has just been informed by his division officer that the examination results have been received on board, and that although BROWN passed the examination, he would not be advanced in rating due to lack of sufficient multiple. (d) All of the above. answer: b

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
6	The USS BASHAW(SS241) was recently given an Administrative Inspection. They received a grade of "Outstanding" for the inspection which included a personnel inspection, a below decks inspection of all spaces and equipment, and a thorough examination of all records. Which of the following indicators reflect the high morale of this ship? (a) The condition of the equipment and spaces of the ship. (b) The smart appearance of both personnel and records. (c) Both of the above. (d) Neither of the above. answer: c

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
7 EO-5	Recently your Department Head made a "walk through" your divisional spaces and was not satisfied with the appearance of the men, nor the two pieces of equipment which were inoperable. When your Department Head brought this to your attention he suggested that you may have a morale problem. By what method of measuring morale did your Department Head determine you have a morale problem? (a) Observation. (b) Inspection. (c) Attitude surveys. (d) All of the above. answer: b

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
9	While stationed at the Naval Reserve Officers' Training Corps Unit, University of New Mexico, your Chief Yeoman submits a request for an extension of his tour of duty in order that he may complete the requirements for his bachelors degree in education. His request is turned down by the Navy. In order to keep his morale up, how should you tell him that he will be transferred on time to sea duty? (a) It will make no difference what you say as his disappointment will be too great for him to care one way or the other what you say. (b) Explain to him that because of his high performance in his present billet, that he is going to be given greater responsibility in his sea duty billet which will assist him greatly in preparing for Senior Chief Petty Officer. (c) Let him know that you did all you could for him, and that the end result of his request being turned down was not of your doing. (d) Have the Chief check with the local Army and Air Force Recruiters to see if they can accept him on an inter-service transfer. answer: b

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
11	While undergoing refresher training aboard the USS THREADFIN (SS410) at Guantanamo Bay, Cuba, your air conditioning system breaks down due to a rupture in the Freon line. Your supply of Freon being extremely limited, the ship will have to contain what little cool air it can produce for the electronic spaces once the rupture has been repaired. In order to preserve morale, which is the proper approach to use with the crew? (a) There is no need to explain anything as the men will soon know that the air conditioning system has broken down, and they will learn from members of the auxiliary gang what went wrong. (b) Explain what happened to the air conditioning system and what is being done to repair it. Further explain that when repaired, the air conditioning will have to be circulated in the electronics spaces to keep the equipment from failing from excessive heat. Grant permission for the men to relax their uniform of the day requirements so that they will remain as comfortable as possible during the remainder of their training period. (c) Don't restrict the air conditioning to the electronics spaces, as men's comfort is much more important that the equipment. (d) Tell the crew that the air conditioning system broke down and that they will just have to tolerate the heat until the ship is scheduled to surface and return to port. answer: b
	REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
10	The underwater demolition team aboard a LPD in the Ready Amphibious Group deployed off the coast of Vietnam had just been alerted for a hazardous mission. Almost simultaneous with the news came a young lieutenant to replace the previous team leader, who was stricken with appendicitis. "Scuttlebutt" has it that their mission will be to locate and destroy an enemy ammunition depot suspected of being a few miles inland from their patrol area. In fact, though the team has not yet been officially informed, that rumor is true. The team will depart after dark in a rubber raft, seek and destroy the ammo dump in an area known to be heavily populated by the enemy, and return via raft before dawn. The UDT members grew increasingly uneasy, and the usually high morale dissipated, as dusk approached. Rumors of the danger to be faced and the unknown quantity represented by the new lieutenant in the team leader's position were mainly responsible for the uneasiness. What, if anything, should the Captain have done to prevent a drop in morale due to such grapevine rumors? (a) Announce over the intercom system to all hands the facts of the mission and explain why the mission has to be accomplished. (b) There was nothing the Captain could do since the details of such a mission would be classified and could be told only to the lieutenant in charge of the demolition team. --Continued on next page--

REVISION_____DATE:

T. O. Number	TEST ITEM
	--Continued from preceding page--
12	(c) Have the team meet in the wardroom with him and inform them why the mission had to be undertaken. Then, introduce the new team leader and assure the men of the lieutenant's qualifications and abilities. (d) Build the confidence of the team so they won't back out at the last minute.
	Answer: c

REVISION_____DATE:

PART 9 SEGMENT 1

T. O. Number	TEST ITEM
11	The X division aboard a cruiser has slumped to an all time low. The men feel that the division officer could'nt care less if they existed or not. The division officer spends eight hours a day on watch and spends the majority of his off time in his stateroom working on his correspondence courses which he received just prior to the ship's getting underway. The Chief Yeoman is the only one who is allowed to take the necessary work to the division officer's stateroom for signature, leaving the remainder of the X division to wonder if he is really aboard. What should the division officer do to raise the morale of his men? (a) Call a meeting of the division and explain to them how important these correspondence courses are to your career and why it is necessary for you to get them done now. (b) He has a very capable Chief Yeoman to whom he has turned over the division, so if there is a slump in morale it is his fault and the division officer should have a talk with him. (c) He should rearrange his schedule so that he is with his men as much as possible, and he should make it a definite point of coming into the office to take care of ship's business rather than having the Chief take it to his stateroom. (d) Have the Chief Yoeman pass the word to the men that if they will pull harder and raise morale within the division while he is working on his correspondence courses that he will allow them to have a division party when they arrive in port. answer: c

REVISION_____DATE:

PART 9 SEGMENT I

T. O. Number	TEST ITEM
11	The men in the Deck Division have very low morale because they feel that their division officer could not care less about what they are doing. They seldom see him. He does not help them get correspondence courses, or even deserved privileges. He is so busy with administrative duties that he has simply turned the men over to his chief petty officer. What should he do to raise the men's morale? a. Arrange 15-minute interviews for every man in the division. Send each man a memo giving the time for his interview. b. Tell his chief petty officer to let him know if the men are discontented about anything so he can take care of it himself. c. Rearrange his schedule so that he is with his men more while they are working. d. Call the men together after working hours for informal bull sessions where each can air his complaints. Answer: c

REVISION_____DATE:

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART NINE

MORALE AND ESPRIT DE CORPS

Segment II

Group Solidarity and Esprit

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

GROUP SOLIDARITY AND ESPRIT

PROGRESS CHECK

Question 1.

Select the statement that best describes how group solidarity can add to the effectiveness of a trained and skilled unit.

a. Group solidarity adds to effectiveness by increasing the chances of the unit to operate at maximum efficiency under stress conditions.

b. Group solidarity enables the leader to delegate authority to subordinates, therefore making them more competent.

c. Group solidarity will undoubtedly cause incompetent seamen to seek self-improvement.

d. Group solidarity causes commanders to assign effective units to easy tasks.

Question 2.

ENS Biff's first shipboard assignment was to take over a Division that had, at one time, the best reputation on the ship. About a month before Biff took over, there had been a large turnover of personnel throughout the ship. Biff's Division had been one of the hardest hit. It didn't take Biff long to realize that some positive leadership was needed. The senior petty officers were telling Biff one thing and they were telling the nonrated men something entirely different. Cliques were beginning to form throughout the Division. Unit members' participation in voluntary projects was nil. It appeared that "me" was completely dominating the "we."

Which of the following statements most correctly identifies the factor or factors which caused the breakdown of this group's solidarity and briefly outlines the steps the leader should follow to reestablish solidarity?

a. Continuity of personnel is one of the major components of group solidarity and the lack of it in Biff's Division is his major problem. He should request relief from the Executive Officer and the Personnel Officer--that no more new personnel be assigned his Division until he can build some group solidarity.

b. Passing of different word by the Senior Petty Officers is the major cause of the breakdown in group solidarity. ENS Biff should ensure that his Petty Officers pass the straight word--reduce their orders to clear, concise terms and provide written memorandums.

c. The major components of group solidarity that have broken down are the lack of mutual loyalty and reciprocal affection plus the deterioration of a unification of interests. ENS Biff should get the Division together and talk to them as a group, explaining the importance to the ship and the Division of loyalty up and down--of working together as a group whenever possible.

d. Cliques are completely undesirable and detrimental to good order and discipline. This is the major cause of ENS Biff's problems with his Division. Biff should disband all the cliques and issue orders against the formation of new ones.

Question 3.

Select the factors which would best enhance the development of group solidarity.

a. Lack of competition with other groups; common purpose requiring teamwork among members

b. Close association among group members; interpersonal communications within the group

c. Common unique experiences of the group; lack of competition with other groups

d. Interpersonal communications within the group; no common unique experience of the group

Question 4.

CPO Plotz was informed by ENS Crawford that the Captain's quarters were to be cleaned thoroughly. This task was to be completed by Plotz's men by late Friday afternoon, before the crew departed on liberty. CPO Plotz assigned four men to swab the deck, vacuum the overstuffed chairs, and remove the dust from even the most remote corners and hidden areas. At two o'clock in the afternoon CPO Plotz was satisfied that the Captain's quarters would meet the ensign's standards. ENS Crawford inspected the area and vehemently expressed his dissatisfaction. Slapping the cushions vigorously, Crawford reprimanded the chief for not cleaning out all the dust. Two hours later, Crawford returned for a final inspection. Again he castigated the chief for not cleaning the cushions. He also concluded that the deck was unacceptable, since the men had walked over it leaving footprints everywhere. ENS Crawford said that if these items were not corrected in one hour, none of the men would be given liberty. CPO Plotz attempted to explain that the cushions could not possibly be cleaned unless they were done professionally. ENS Crawford did not reply. After the last inspection, ENS Crawford ordered the men to remain aboard for the evening.

Select the rule(s) for maintaining group solidarity which has/have been ignored by ENS Crawford.

a. See that the group is provided no "rewards."

b. Help create a feeling of progress and an expectation of success.

c. Stress the group's responsibility for teamwork to achieve a goal.

d. Both b and c

Question 5.

Which statement(s) best explain(s) how combat may positively affect group solidarity?

a. Combat involves a major outside threat to the organization. Stress conditions, internal antagonisms, and disruptive behavior tend to be repressed.

b. Combat develops individual confidence and reduces the requirement for group dependency.

c. Combat reduces the outside threat with positive action thereby reducing disruptive behavior and group solidarity.

d. All of the above

Question 6.

Select the statement which best explains the relationship between solidarity and esprit de corps.

a. Esprit de corps and group solidarity are synonymous.

b. Esprit de corps involves not only solidarity and cohesiveness, but requires close ties to larger organization.

c. Group solidarity is not related to esprit since group solidarity is not helped by enthusiasm.

d. Esprit de corps can develop despite the group's disagreement with organizational goals.

Question 7.

Midshipmen Ensigns Carter, Cherney, and Vasquez discussed naval military tactics each evening following dinner. Sometimes these conversations lasted several hours. Often these conversations were interrupted by plebes in their respective squads who wanted advice on certain personal problems. Cherney and Vasquez invariably appeared irritated and instructed the plebes to "bother" the assistant squad leader. MIDN Carter approached the situation by excusing himself from the conversation and attempting to remedy whatever perplexed the fourthclassmen. If he could not help, Carter directed the plebe to the proper source.

Select the statement which best describes the probable consequences of Midshipmen Vasquez and Cherney's obvious lack of identification with their squads.

a. Their squads will probably contribute more points than MIDN Carter's in their company's effort to win the "Color Company" competition.

b. Their squads will probably increase their individual efforts to win the "Color Company" competition.

c. The members of their squads will seek assistance outside their squad and overall performance may be adversely affected.

d. The members of their squads will probably be unaffected by their disinterested attitudes.

Question 8.

Select the statement which indicates the presence of esprit de corps.

a. The 4th Company softball team has two outstanding players. Other team members boast of the record they will build because of these two outstanding men.

b. The comment, "We can out-hike any other platoon in the battalion," was often heard from Marine LT Sharp's platoon. The platoon did, in fact, excel in hiking.

c. Members of the 21st Company were known as the most efficient, well-disciplined company.

d. LT Gregg's petty officers were always bringing up the fact that their unit had the most regulation Division Officer in the fleet.

Question 9.

From the following choices select the response which indicates the rule(s) a leader should follow in building esprit de corps in his unit.

a. The leader can overlook lack of cooperation with the rest of the unit by one or several members.

b. The leader can remain with his unit at times when they have to work when he might otherwise not have to be present.

c. The leader can demand high standards of performance and encourage his men to attain these goals.

d. Both b and c

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Nine SEGMENT II

REMEDIATION TEXT Audio Script - Vol IX-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Page 3
2	c	Pages 1-3
3	b	Pages 4-5
4	b	Pages 7-10
5	a	Page 10
6	b	Pages 1-2, 11
7	c	Pages 13-15
8	b	Pages 11-15
9	d	Pages 16-18
10		
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Nine Segment II

ITEM NO.	T. O.	E. O.
1	2	
2	1	
3	3	1
4	4	
5	2 & 5	
6	6	
7	8	
8	10	
9	11	
10		

PART 9 SEGMENT II

T. O. Number	TEST ITEM
1 (EO-1)	Select the statement which best defines group solidarity. a. Group solidarity is the sense of harmony that a group exhibits when faced with a difficult situation. b. Group solidarity is the sense of unity and integration felt by the member of a group. c. Group solidarity is the sense of loyalty felt by the members of a group which prevents inefficient accomplishment of any mission. d. All of the above. Correct answer: b

REVISION_____DATE:

PART 9 SEGMENT II

T. O. Number	TEST ITEM
1 EO-2	From the groups of terms below choose the one that includes those elements which are characteristics of group solidarity. a. Internal cohesiveness, negative identification of the individual with the group, diversification of interests within the group. b. Mutual loyalty, common goals, individual loyalty to external groups. c. Low individual participation in group, unification of group interests, internal cohesiveness. d. Unification of group interests, internal cohesiveness, positive identification of the individual with the group. Answer: d
	REVISION_____DATE:

PART 9 SEGMENT II

T. O. Number	TEST ITEM
1 EO-3	Choose the statement which best describes internal cohesiveness. a. Internal cohesiveness exhibited by mutual loyalty and reciprocal affection among group members. b. Internal cohesiveness means that a group of individuals is held together by organizational requirements. c. Internal cohesiveness is an attribute that only effective, well known units possess. d. None of the above. Answer: a

REVISION_____DATE:

PART 9 SEGMENT II

T. O. Number	TEST ITEM
3	LT Garret's platoon has been committed to combat operations in Quang Tri province for over two months. Regular rests during this period were interrupted by the increased level of enemy activity. On their last mission the platoon encountered heavy, sustained resistance. The men exhibited unusual gallantry and were commended by the battalion commander. Presently the platoon has swept through the northern Cam Lo district for a week without making contact with any enemy forces. SGT Harbin's squad has repeatedly questioned villages concerning the presence and movement of guerrilla troops. No significant information resulted from these interrogations. After establishing a night defensive perimeter, LT Garret and SGT Harbin discussed the events of the past week. Garret stated that he could not understand why after two months in the field the platoon has been assigned to a routine sweep operation. SGT Harbin and the other squad leaders voiced similar questions. During the discussion most of the platoon members listened in agreement. LT Garret ended the conversation with, "All I want is to return to base camp for a shower and a decent meal." The next morning the operation was resumed. SGT Harbin's squad

-continued on next page-

REVISION_____DATE:

PART 9 SEGMENT II

T. O. Number	TEST ITEM
3	-continued from previous page- questioned fewer villagers less enthusiastically. Casualties increased as a result of booby traps. Three days later the platoon was ambushed by a guerrilla company and received 50 percent casualties. The battalion commander ordered LT Garret's platoon evacuated to base camp. Select the statement which identifies the reason why group solidarity could have adverse effects on the organization and the probable outcome of the situation. a. Group solidarity cannot create group norms contrary to the goals of the military organization. b. Group solidarity controls the mission of all military organizations. c. Group solidarity can create group norms contrary to the goals of the military organization. d. Group solidarity is inconsistent with organizational goals. Answer: c
	REVISION_____DATE:

PART 9 SEGMENT II

T. O. Number	TEST ITEM
3 (EO-3)	From the alternatives listed below select the factors which tend to break down group solidarity. 1. Accepted differences among members. 2. The pursuit of goals by different members of the organization. 3. Rapid changeover of membership. 4. Agreement among members as to the best course of action to achieve their goals. a. 2,4 b. 1,2 c. 1,3 d. 2,3 Correct answer: d

REVISION_____DATE:

PART 9 SEGMENT II

T. O. Number	TEST ITEM
4 (EO-2)	Select the statement below which best describes the results of a leaders' involvement in group communications: a. The leaders' involvement in group communications can only serve to polarize opposing factions within the group. b. The leaders' involvement in group communications may prevent group solidarity. c. The leaders' involvement in group communications will result in the group unanimously feeling that the leader is encroaching upon their responsibilities. d. The leaders' involvement in group communications cannot possibly affect the group adversely. correct answer: b
	REVISION_____DATE:

T. O. Number	TEST ITEM
5 (EO-1)	Select the factors that disrupt group solidarity from the terms listed below: 1. Fear 2. Physical deprivations 3. No personnel losses 4. Communications breakdowns a. 1,2,3 b. 2,3,4 c. 1,3,4 d. 1,2,4 correct answer: d

REVISION_____DATE:

PART 9 SEGMENT II

T. O. Number	TEST ITEM
7	Based on your knowledge of the relationship between group solidarity and esprit de corps, select the situations in which groups exhibit esprit de corps: (a) Midshipman LT Barns' intramural football team had a four-game losing streak. Both the offensive and defensive teams knew their peculiar weak points, and asked MIDN Barns to schedule extra practice sessions to help them. The team won its remaining games. (b) Marine LT Lampo's platoon was dropped repeatedly behind enemy lines. During their operations they attempted to interdict the enemy's lines of communication (gathering valuable intelligence information). LT Lampo volunteered his platoon for the most dangerous missions. The men unanimously endorsed their leaders' initiative. SGT Robertson expressed the group's feeling when he said, "We are Recon Marines, and Recon Marines belong deep in the field." (c) Midshipman LT Libby's intramural basketball team was on the average 2 inches smaller than the players of other teams. MIDN Libby exhorted his men to react to opposition jibes. By developing plays that required great speed and agility, Libby's team defeated their opponents with relative ease. The caustic aspersions ceased, and the team earned a high reputation. (d) All of the above. Answer: d

REVISION_____DATE: